

# Provident Hospital Update



Dr. Jay Shannon, CEO, Cook County Health

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November 22, 2019



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# Introduction

**Dr. Jay Shannon, CEO**



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# History of Provident Hospital

- The original hospital opened on January 22, 1891 as Provident Hospital and Training School under the leadership of Dr. Daniel Hale Williams, a prominent African-American surgeon.
- Provident Hospital was the first African-American owned and operated hospital in America.
- Provident Hospital established the first nursing school for black women in Chicago.
- The hospital relocated a third time in 1982 to its current location on East 51<sup>st</sup> street – it's mission remained unchanged, providing quality health care to the medically underserved.
- Provident Hospital (under private ownership) closed its doors in 1987.
- Cook County government purchased the facility from the federal government in 1991. The County invested more than \$50 million to renovate the facility and upgrade clinical systems and equipment.
- Provident Hospital of Cook County opened on August 17, 1993, as a public, community teaching hospital. The hospital is an affiliate of Cook County Health, one of the largest comprehensive public health systems in the country.

# Provident Hospital Today

- Provident Hospital is a community acute care hospital on the South Side of Chicago.
- Currently, Provident has state authorization for 85 beds.
  - 79 medical/surgical beds
  - 6 Intensive Care Unit beds
- Provident Hospital is currently staff for 25 patients.
- Provident Hospital is accredited by The Joint Commission.
- It features a Regional Health Care Center that offers primary and specialty care, same day surgery, comprehensive diagnostic imaging service, cardiac diagnostics, laboratory services and rehabilitative services, as well as 16 medical specialties.
- Nearly 70% of Provident's patients are over 50 years old.
- County real estate study in 2013 determined that Provident was in need of \$100M+ in facility and equipment upgrades

# Recent Investments

- In recent years, Provident has added:
  - Digital mammography
  - Comprehensive ophthalmology services
- Expanded behavioral health services in 2017.
- In Spring 2019, Provident reopened its intensive care unit to limit the need to transfer patients out of their community.
- In 2020, the hospital will offer outpatient dialysis services and return to comprehensive emergency room services.
- These investments have led to increased utilization at Provident Hospital. In 2018, Provident Hospital provided more than 127,000 outpatient visits, up from 62,000 visits in 2016.
- New outpatient pharmacy opened in 2019 and will fill more than 150,000 prescriptions annually.



# IMPACT 2020 & 2023

## Cook County Health's Strategic Plans

### **IMPACT 2020:**

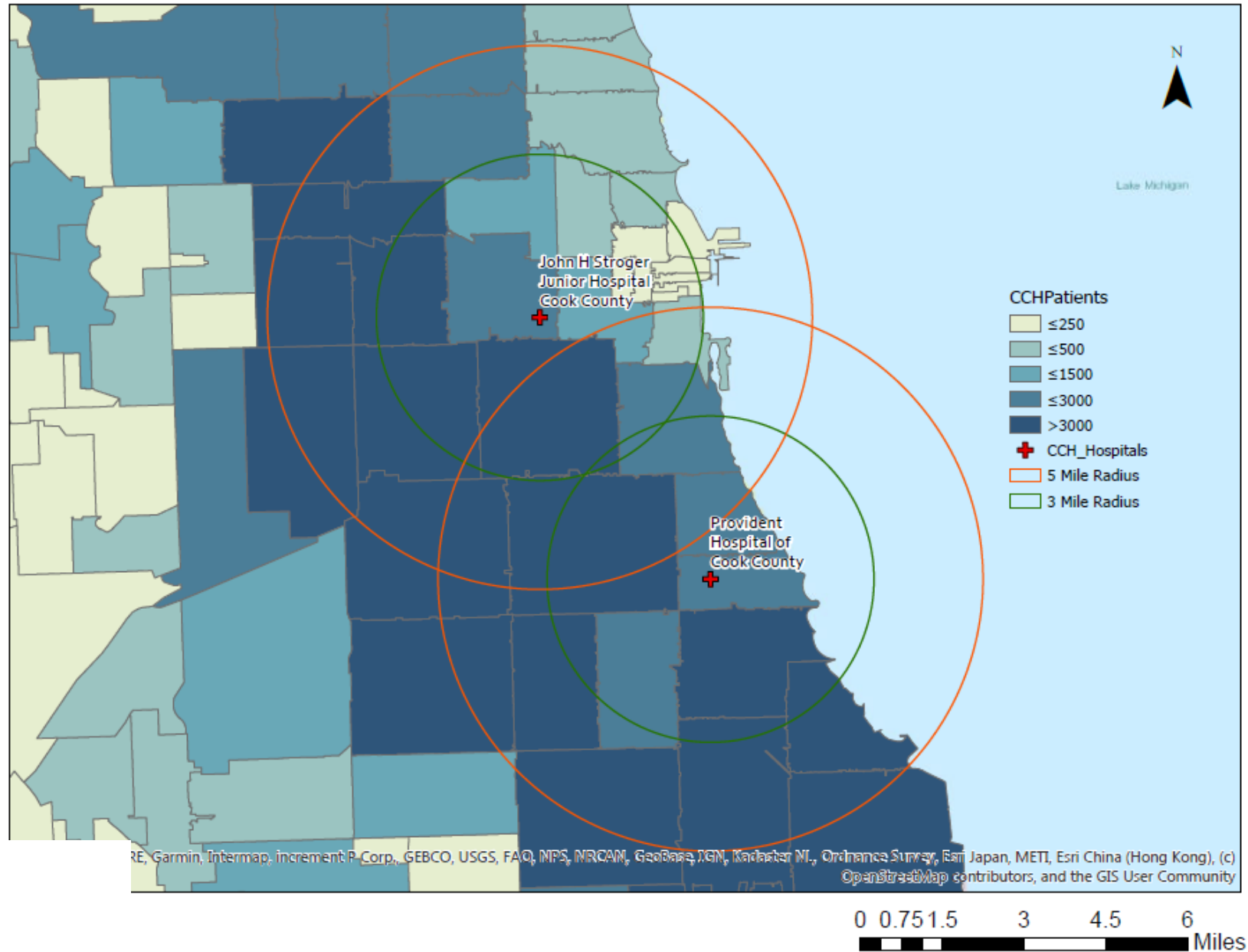
- Recognized the long overdue need to need update, upgrade and even rebuild facilities to ensure that CCH is providing state-of-the-art care to its patients.
- Contemplated the construction of a Regional Outpatient Center at Provident.
- Prioritized access to specialty/diagnostic services across the health system, including services the Medicare population.

### **IMPACT 2023:**

- The new facility with expanded inpatient and outpatient services is expected to reduce the number of Provident patients needing to travel to the Stroger campus, particularly for common diagnostics or routine treatments.
- Enhance and establish the Provident campus as a provider of choice.
  - Develop Centers of Excellence for women's health including gynecology, cardiology, breast, and endocrinology; lifestyle center including dietary, fitness, chronic disease management; orthopedic center including podiatry, joints and hands; and men's health programs including urology, cardiology and endocrinology.
  - Expand the medical staff to broaden the service portfolio.

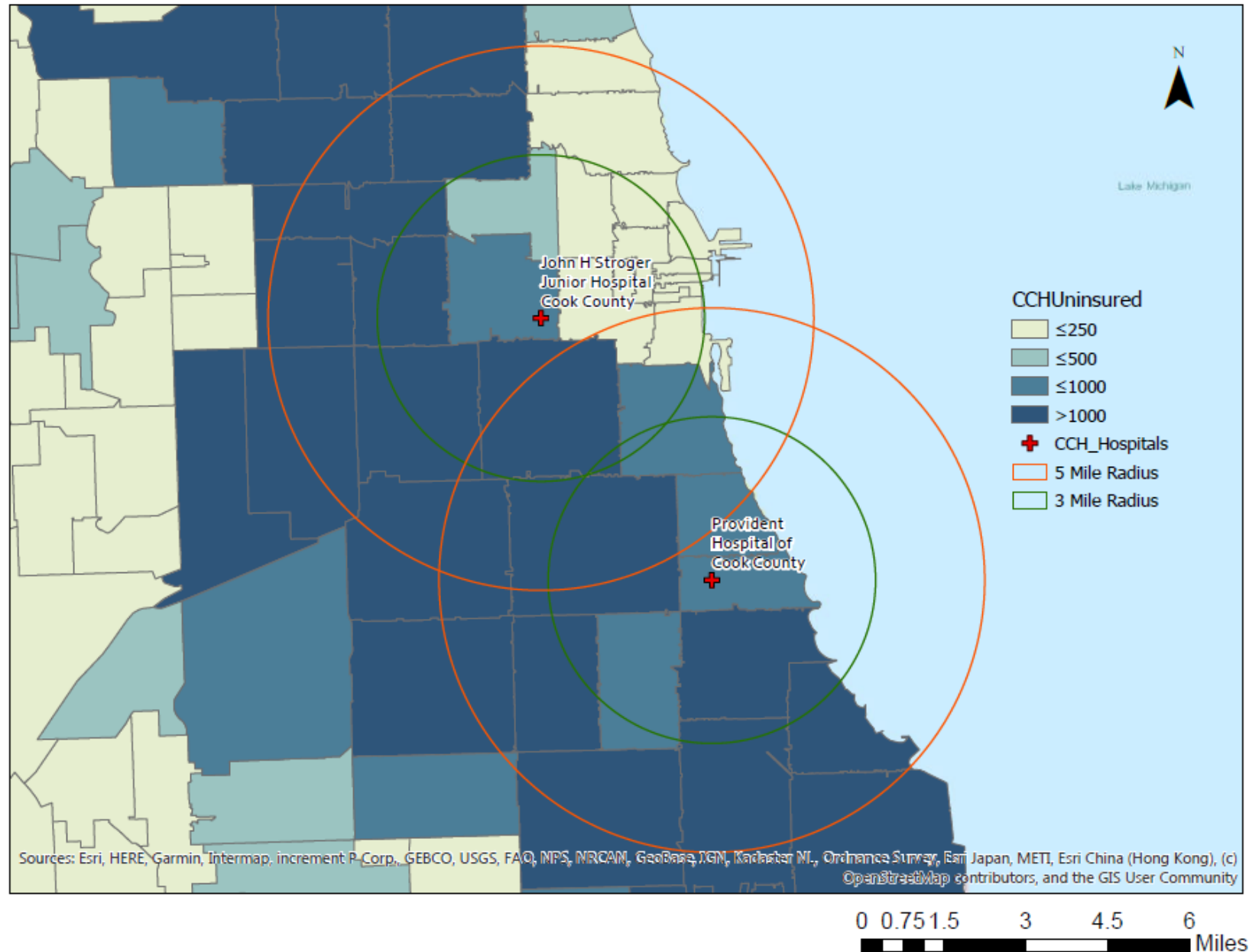
# Cook County Health Patients

## Patients with Visits between November 2018 and October 2019



# Cook County Health Uninsured Patients

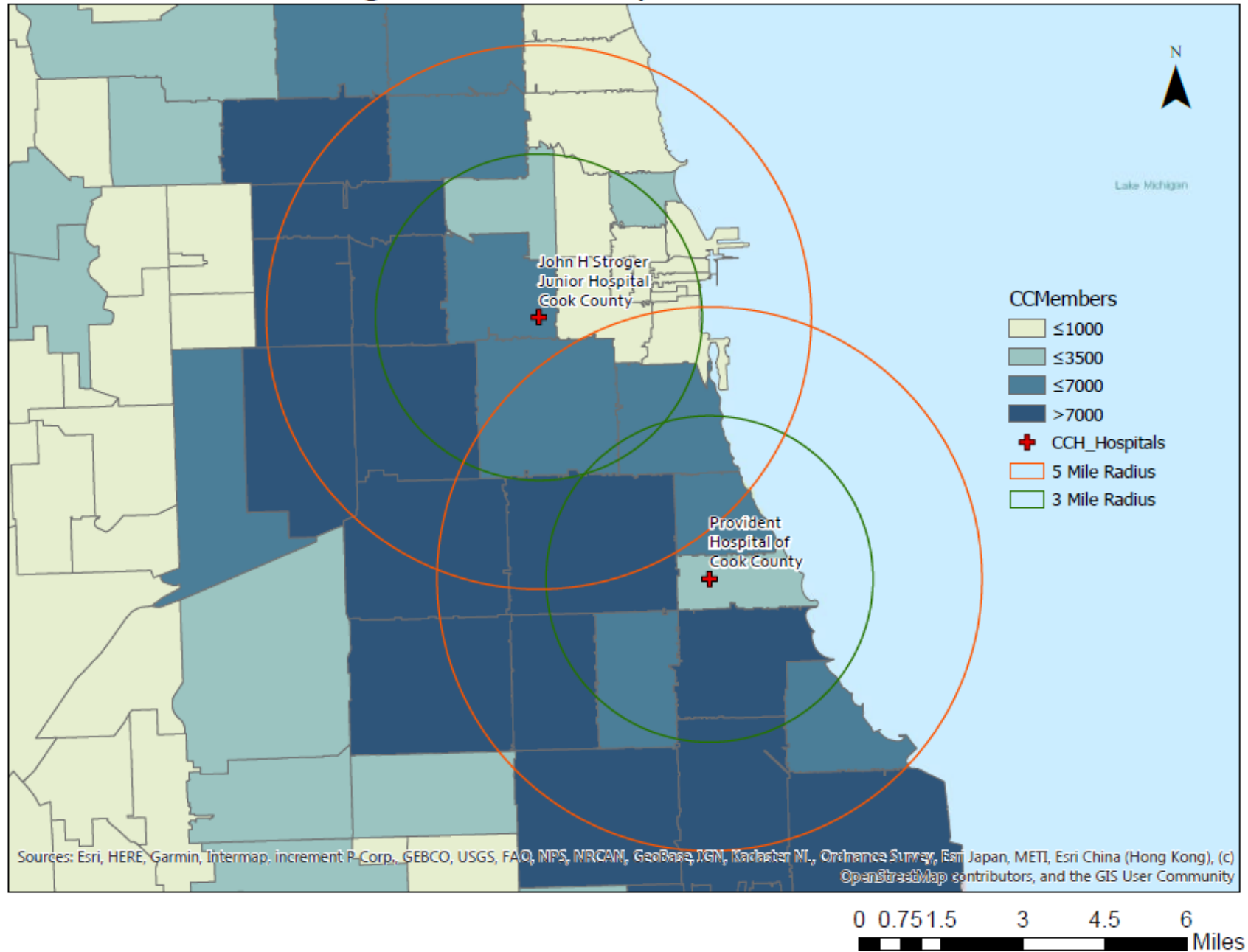
## Uninsured Patients with Visits between November 2018 and October 2019





# CountyCare Members

## Eligible Membership November 2019



# New Provident Facility



Debra Carey, Deputy CEO



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# The New Provident Facility

A \$240M investment, the replacement facility will allow Cook County Health to provide the community with comprehensive, high-quality health care in a modern facility.



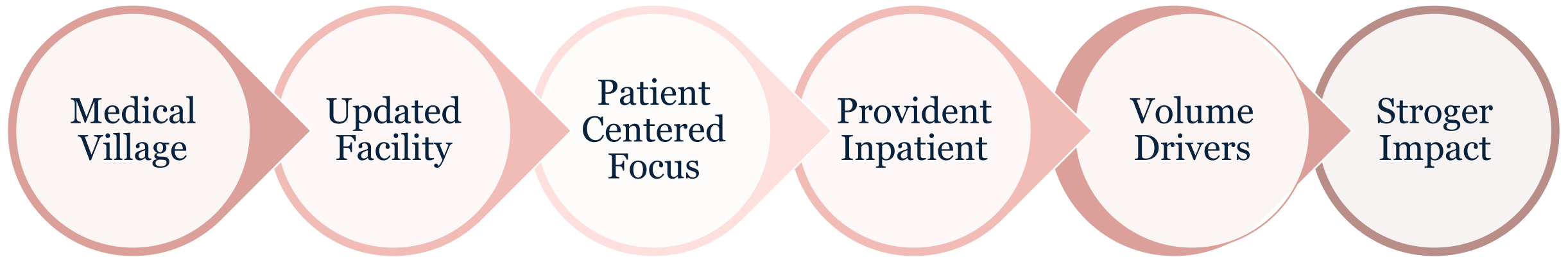
An eight story, 48-bed hospital with comprehensive outpatient primary and specialty care, including comprehensive emergency room services will be built immediately west of the existing hospital. The current facility will not close until the new facility is opened in 2023.

# Provident - New Campus

Providing CCH and CountyCare Patients and Enrollees with community health campus on Chicago's Southside

- Original proposal new regional outpatient center, retaining existing inpatient facility
- Need/demand assessment of area indicates lack of access to surgical services, outpatient specialty care and diagnostic services
- Current facility not capable of supporting existing and new technologies
- Current outpatient setting not optimal for efficiency and patient experience
- Need services designed for managing care in prospective pay, risk-based environment

# Provident New Campus - Impact



# Medical Village Concept

Comprehensive array of services at one location convenient for CCH/CountyCare patients & enrollees in catchment area

- primary care medical home
- specialty surgical and procedural care
- diagnostic services
- preventative (e.g., dental, lifestyle) programs
- inpatient care
- multidisciplinary care teams, led by CCH physician practice
- community and home-based care coordination
- *co-location for certain social agencies (future)*



# Updated Facility

- Current facility requires millions of dollars to update
- Creates appropriate physician office space
- Supports state of art equipment such as MRI, monitoring devices, other modern technologies
- Reduced number of licensed beds
- Creates efficient inpatient footprint designed for shorter stays
- Creates surgical and procedural spaces efficiently designed for ambulatory cases



# Patient Centered Focus

- Providing patient choice in community facility designed for ease of access and efficiency for surgical, diagnostic and inpatient care
- Single room setting for privacy, infection prevention
- Near park setting
- Easily accessible via public transportation and ample parking on site
- CCH / CountyCare patients and enrollees in catchment area can access services near their communities

# Provident Inpatient

- Decreases bed footprint
  - 42 medical/surgical beds
  - 6 intensive care beds
  - 8 operating rooms and 4 procedure rooms
  - 18-bay comprehensive emergency dept
- Reduces significantly transfers out to Stroger
- Targets admissions that are shorter stays, observation patients
- Increase number of admissions due to resumption of ambulance service
- Establishes Provident as CCH destination location for specific service lines provided for the entire system
- Provides expanded services to retain CCH medical home patients in CCH network
- Facilitates contracting with other managed care plans at competitive rates with separate provider number
- Provides ongoing safety net presence as transitions continue in health system market, especially on South Side

# Volume Drivers

- Fewer transfers from Provident ED to Stroger & other facilities
- Increased admissions from ambulance runs
- Preferred location for short stay admissions now going to Stroger
- Retain services now leaving CCH due to insufficient CCH capacity e.g., endoscopy, orthopedics
- Create new centers of excellence based at Provident
  - Joint Center
  - Women's Health (GYN, Breast Center, Heart Services)
  - Senior Services/Geriatrics
  - Men's Health Services
- Capture admissions from 40- 50 % of Provident area patients currently admitted to Stroger

# Stroger Impact

- Transfers to Stroger when decreased, gives more bed capacity at Stroger:
  - Improves throughput, reduce time to assign inpatient bed
  - Expansion of complex service volume
  - Retain services now leaving CCH due to insufficient CCH capacity
  - Facilitates narrowing CountyCare network, transferring patients in who are out of network
  - Facilitates ability to contract with other MCOs for services
- Facilitates structuring surgical services to optimize facility capabilities:
  - Addresses Stroger OR cases per room (exceeds state standards)
  - Allows more ambulatory, less complex cases to move to Provident
  - Stroger ORs increased capacity for complex cases
  - Reduces time to schedule surgical and other procedures

# Initial Schematic Design, Planned Development Process and Workforce Hiring

**Timothy Ozog, Project Director**  
**Cook County Bureau of Asset Management**



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# Initial Schematic Design/Community Input

## Design Elements for Consideration:

### Site and Building Design

- Street level appearance, building height and massing, interim and long-term traffic and parking impact, neighborhood sound/noise, integrating aesthetics with the neighborhood
- Future use of existing hospital site after demolition

### An eye to the Future

- Incorporate pending updated County Energy ordinance to increase levels of energy performance above the set energy code standards
- Incorporate Solar-ready electrical system to maximize energy grants
- Incorporate bird-safe building materials and design features



# Planned Development Process

## City of Chicago Regulated Zoning Update Dec 2019-June 2020

### Legislative Process for a Planned Development (PD) Amendment

- Meetings with Alderman and community
- Meetings with City Department of Planning & Development (DPD)/Zoning and Chicago Department of Transportation (CDOT)
- Analysis and review of existing PD Ordinance and new project plans
- Analysis and review of proposed project building exterior relating to approved PD
- File Rezoning Application with PD drawings and Survey
- Obtain project approvals from Zoning design team; CDOT; Mayor's Office for People with Disabilities (MOPD); and Fire Department
- Finalize PD Ordinance and all supporting documentation for hearings before Chicago Plan Commission and City Council Committee on Zoning
- Obtain City Council Approval for Amended PD

# Work Force Hiring

## Affected Areas

Workforce Hiring Goals–Targeting High Impact Communities within a 3-mile radius which includes:

- County Board Districts 2, 3\* & 4
- City of Chicago Wards 3, 4 & 20
- Community Areas Included (but not limited to):
  - Back of the Yards
  - Bridgeport
  - Bronzeville
  - Canaryville
  - Douglas
  - Englewood
  - Fuller Park
  - Gage Park
  - Grand Crossing
  - Hyde Park
  - Kenwood
  - McKinley
  - Oakland
  - South Shore
  - Washington Park
  - Woodlawn
- Expect to exceed County compliance standards for M/WBE participation

\*Commissioner District project is located.



# Finances

**Ekerete Akpan, CFO**



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# Financing the Project

## \$240M Facility Cost

- Cook County to issue \$205M in bonds over the course of construction (approved with the FY2020 Capital Improvement Plan (CIP) budget on 11/21/19)
- Cook County Health to cover \$35M in Furniture, Fixtures and Equipment costs in Operational funds (in FY2022/2023 budget )

## Personnel Impact

- Net FTE growth by FY2023 will be approximately 100 new employees across all professions

# Projected Revenue & Expenses (in millions)

	Existing Provident Hospital			New Provident Hospital	
	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Revenues</b>	87.0	87.0	87.0	85.4	85.8
<b>Expenses</b>	86.9	86.9	86.9	83.9	84.6
<b>Operating Margin</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>	<b>1.5</b>	<b>1.2</b>

**Increase  
Outpatient Services  
Med/Surg & ICU**

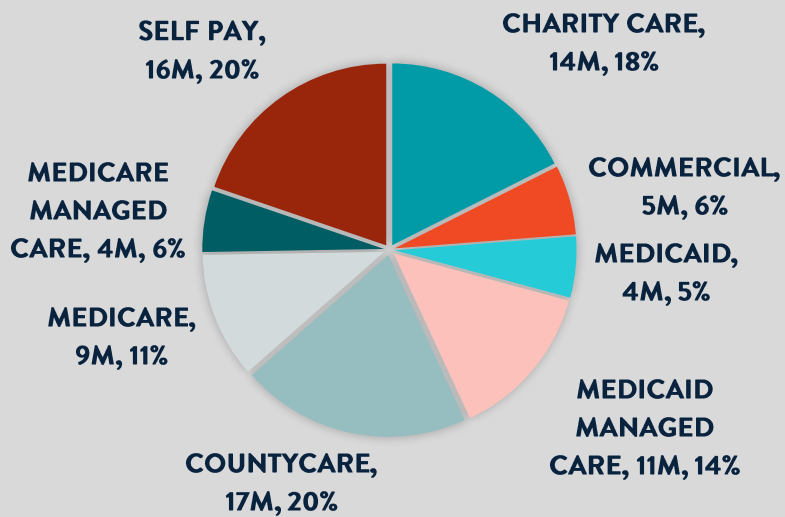
**Increase  
Nuclear Medicine  
MRI  
Mammography**

**Enhanced  
Dental Services**

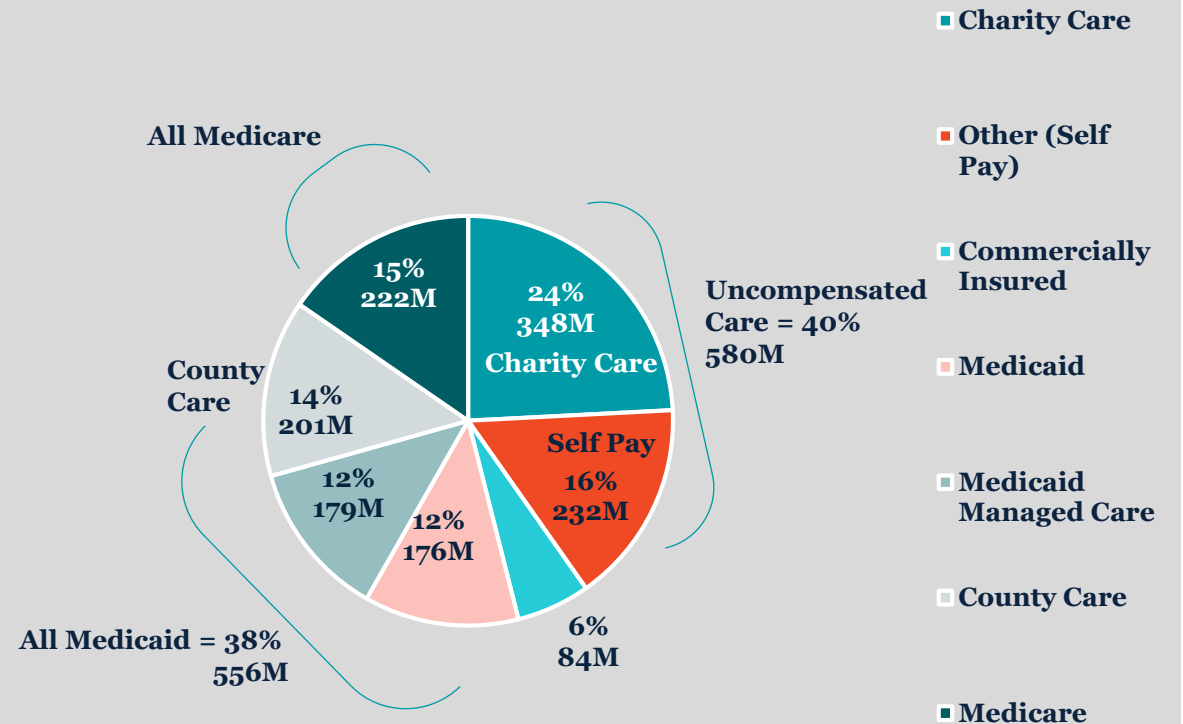


# Payor Mix for Provident Hospitals and CCH

## Provident Hospital Payor Mix



## CCH System-wide Payor Mix



# Timeline

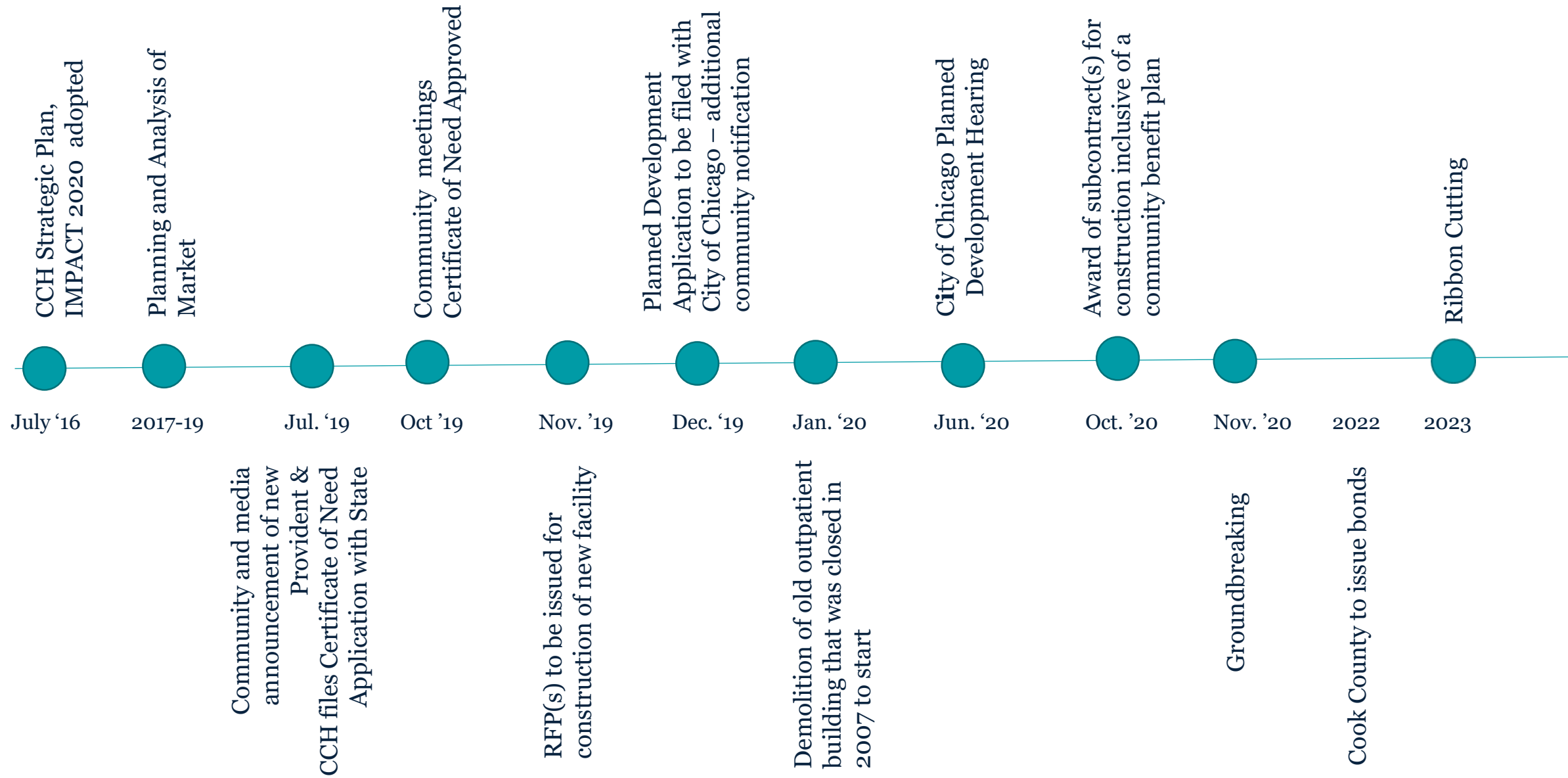


**Dr. Jay Shannon, CEO**



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# Timeline



# Questions



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# Appendix



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# Communication with the Community

- 8-12-19** Community Newsletter announcing the Provident Project
- 8-13-19** Letter to Community Organizations
- 8-15-19** Letter to neighbors at the East Lake Complex, North Washington Park Manor
- 9-25-19** Letter to neighbors at the East Lake Complex, North Washington Park Manor about meeting
- 10-7-19** Meeting with residents of North Washington Park Manor
  - Meeting with residents in apartment buildings adjacent to Provident Campus
- 10-8-19** Community Meeting
- 10-31-19** CCH Community Newsletter announcing approval of CON
- Ongoing** Updates to neighbors and interested parties via email, CCH's Community Newsletter and additional meetings

All interested individuals and organizations who would like to receive future communication should email [Provident@cookcountyhhs.org](mailto:Provident@cookcountyhhs.org) and provide their name, affiliation and email.